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EXECUTIVE SECRETARIAT

ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI		X		
3	EXDIR		X		
4	D/ICS		X		
5	DDI	X			
6	DDA		X		
7	DDO		X		
8	DDS&T		X		
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OLL				
14	D/PAO				
15	VC/NIC				
16	D/OC		X		
17	D/CPAS		X		
18	[redacted]		X		
19					
20					
21					
22					
	SUSPENSE	11 Sep 85 Date			

STAT

STAT

Remarks

To # 5: Pls have courtesy response prepared for DCI signature.

STAT

[redacted]

Executive Secretary

30 Aug 85

Date

3637 (10-81)

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Executive Registry
85- 2887

Office of the Director
Federal Emergency Management Agency
Washington, D.C. 20472

August 26, 1985

Honorable William Casey
Director of Central Intelligence
Washington, DC 20505

Dear Mr. Casey:

I have chosen this letter as the most convenient way to share my thoughts with some of the people I have come to know and respect.

This has been the most challenging, sometimes frustrating--yet, rewarding--job I have ever had. In 1981 President Reagan honored me by asking me to come to Washington to serve as the Director of the Federal Emergency Management Agency (FEMA). FEMA was a new agency that had been created in 1979 but had not yet succeeded in establishing its identity throughout the entire governmental system. In fact, the subelements of FEMA were scattered in six separate locations throughout Washington, and the agency, unfortunately, was regarded by many as a rebuttable presumption. Against this background, my instructions from the White House were to take this new but vitally important agency and make it capable of fulfilling all of its assigned missions. At that time, I established some five or six major goals which I felt could be achieved in President Reagan's first term.

First, to stop the disjointed, almost ad hoc process of dealing with a continuum of emergencies and, for the first time in our history, to put in place an Integrated Emergency Management System (IEMS) which is predictable, effective, and acceptable and which takes appropriate cognizance of each Governor's role as Chief Executive in his own right. We have put in place the IEMS, and it now needs only regular fine tuning.

Second, to help make "The System" stop speaking of "The President" and to speak instead of "The Presidency" within which the President wears not one hat but three: Commander-in-Chief, Chief Executive, and Chief of State. We had to make this change in order to build for the President's civilian roles a support system as effective as the already existing military support system; through our joint efforts, we are well on our way to accomplishing this goal.

Third, to help create an environment which would make it easier for military and civilian planners to work continuously as equals in order to give true meaning to national security planning. Together, we have made great progress in that respect, e.g., the successful design and implementation of the Emergency Mobilization Preparedness Board (EMPB), the development of a National Plan, more comprehensive exercises, involvement of State governments, etc.

DCI
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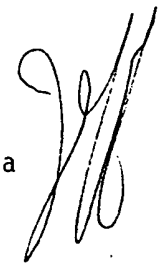
Fourth, through my role as Chief U.S. Delegate to the Senior Civil Emergency Planning Committee, to increase our contacts with NATO and with other overseas countries. I derive particular satisfaction from the success we have enjoyed in this effort and note with pleasure that some countries are studying the new system we have implemented at FEMA as a possible model for restructuring their own approach to Comprehensive Emergency Management (CEM) and its role in total security planning. It is my sincere hope that these projects will become even more productive, and I will continue to support them in any way that is appropriate.

Fifth, to expand, improve, and deliver training programs throughout the entire country. Our National Emergency Training Center at Emmitsburg, Maryland, is now a resounding success and provides excellent courses of instruction for many thousands of people. The demand for participation has been so great that in 1986 we will open a western campus at Carson City, Nevada.

The discipline of CEM and the development of specialized training programs to which I have successfully devoted most of my life is now at the forefront of international consciousness. I have notified the President of my intention to resign this position effective September 1, 1985, so that I can address new challenges in the private sector. I wish you well in all of your endeavors; I am glad that we had an opportunity to work together.

Sincerely,



Louis O. Giuffrida
Director

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